



Strategic Plan Update

January

2014

Mission Statement: Improve the administration of justice and promote public safety through planning, research, education, and system-wide coordination of criminal justice and public safety initiatives.

*Criminal Justice
Commission*



A *WORD* FROM MAYOR FISCHER...



Dear citizens:

It's been one year since Louisville Metro Government introduced its strategic plan to citizens and we've already made considerable progress toward our five objectives and 21 goals. From planting more trees to creating an even safer city to growing jobs and wages, my team is focused on our common dream for Louisville -- to create a clean, green, safe and inclusive city where people love to live and work. The Six-Year Strategic Plan (we are now in year two) is a roadmap for getting us there -- and you will see that some of our goals have been updated and revised to better reflect the work we've already accomplished -- and the work ahead.

We view our work in Metro Government through three lenses:

- Daily work -- the day-to-day items that keep city government running efficiently and effectively;
- Continuous improvement -- improving on that daily work;
- Innovation and breakthrough -- creating and implementing those big ideas that propel us forward as a government and as a city.

The Strategic Plan contains elements of all three. I encourage citizens to review the goals and objectives -- along with the data and metrics behind them -- to learn more about how their city government is working for the betterment of Louisville, every single day.

Thank you for allowing me to serve as your Mayor.

Mayor Greg Fischer



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OUR *PURPOSE* AND *VISION*...



Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”



OUR SCOPE OF REFERENCE:

- ✓ REFLECTIONS FROM CHIEF HAMILTON
- ✓ MAYOR'S FIVE STRATEGIC OBJECTIVES
- ✓ DEPARTMENT STRATEGIC OBJECTIVES
- ✓ CONTINUOUS IMPROVEMENT: LEARNING ALONG THE WAY





Public Safety

In 2013, Louisville Metro public service and safety agencies all got the opportunity to participate in LouieStat. They see first-hand Mayor Fischer's commitment and leadership to embrace performance management and strategic planning as a means to focus on what's important and to improve customer satisfaction with our services. Each of these agencies has increasingly demanding expectations. Meeting those challenges well requires they understand their limitations and weaknesses. While dealing with the challenges of their available budget, personnel strength, and other resources requires focus, knowing what's important to their mission and how to best use their limited time magnifies the value of their collective efforts. Recognizing what they do well is important in achieving results. Recognizing what needs improvement builds strength in problem solving and increases both employee and citizen satisfaction in the outcomes of their efforts. Sharing what is and what's not working in planning report outs, LouieStat, and enterprise model solutions give agencies more opportunity to learn from the break through work of others and accept the risk of leading innovation within their own agencies.

Doug Hamilton,
Chief of Public Safety



MAYOR'S FIVE STRATEGIC OBJECTIVES – 6YRS



These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.

- 1. Deliver Excellent City Services:** We strive to be the best city government in America and will use a robust measurement system to drive employee performance and track our results.
- 2. Solve Systemic Budget Issues:** We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.
- 3. Take Job Creation To The Next Level:** We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.
- 4. Invest In Our People And Neighborhoods, Advance “Quality Of Place”:** We will build on Louisville’s unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.
- 5. Create Plans For A Vibrant Future:** We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.

DEPARTMENT STRATEGIC OBJECTIVES – 6 YEARS



The following functional objectives are high-level accomplishments that the department is focused on achieving over the next six years.

- 1. Collect and Analyze Data:** Collect and analyze data and publish reports on the incidence and nature of crime as well as its overall impact on the criminal justice system workload.
- 2. Improve the Criminal Justice System:** Generate recommendations for improvements in criminal justice system operations to promote efficiencies.
- 3. Education and Engage the Community:** Educate the public and engage community residents on issues and challenges facing the criminal justice system.
- 4. Criminal Justice Program Development:** Provide assistance in criminal justice program development and, when possible, secure and administer state or federal funds for specific projects.



Learning Along the Way

In January of 2013 each department, within the Metro enterprise, published its inaugural 6 year Strategic Plan, spanning Fiscal Years 2013 - 2019. In doing so, we collectively ushered Louisville Metro Government into a new era of planning and performance improvement. This new era is best described by the phrase “Continuous Improvement Journey”; a phrase that has become the watchword for Metro’s pursuit of becoming ‘World Class’ among its peer cities. As with any pursuit toward excellence, change is required, arguably needed and expected ---the kind of change that is proactive, inclusive, comprehensive and continuous.

We responded to the call by designing a new process which enables us to accurately and confidently provide real-time updates on both our progress and performance. This said, we view a department’s strategic plan as a “living and breathing” document. Hence, it will continue to evolve with time; as goals are accomplished, new assignments are made and core missions are realigned to adapt to the changing needs of the city and its citizens. But each plan will also evolve because of discoveries ---as we acquire a better understanding of our strengths and weaknesses; and yes, even as we learn from our mistakes. This past year has brought about numerous and exciting changes for our collective enterprise; we have grown departmentally and matured as an organization. We have learned a great deal about ourselves, one another and most importantly about what our citizens expect from us. This learning process has been a challenging one, but one that all departments have gone through in their pursuit of excellence. The progress report covers our strategic efforts from January 1, 2013 to November 30, 2013. What follows is the culmination of what we have learned along the way...

Enjoying the Journey,

DeVon M. Harkins

Deputy Director of Strategic Planning

Samantha M. Yung

Strategic Planning Fellow

PROGRESS AND PERFORMANCE:

- ✓ STRATEGIC PLANNING TERMS
- ✓ DEPARTMENT PROGRESS REPORT & KPIs



2014



STRATEGIC PLANNING TERMS

Enterprise: Includes all departments, agencies and offices under the jurisdiction of Louisville Metro Government.

SMART: Stands for **S**pecific **M**easurable **A**ctionable **R**ealistic and **T**ime-bound.

Goal: A specific outcome that a department desires to achieve. We strive to make our goals *SMART* so that we can easily, accurately and confidently report our progress against them.

Initiative: Describes the course(s) of action that the department will take in an effort to achieve a specific goal. An initiative may often run parallel to or work interdependently with other initiatives that are aligned against the same goal.

Initiative Progress: Describes the outcome of the courses of action taken and outlines what resources and/or programs the department utilized, implemented, or created to ensure the success of the actual initiative itself.

Progress (% Complete): An approximate percentage of completion for a given Initiative.

- 25% - some action steps, required for the initiative, are completed
- 50% - about half the action steps, required for the initiative, are completed
- 75% - most action steps, required for the initiative, are completed
- 100% - all action steps, required for the initiative, are completed

Health: Describes whether or not the goal or initiative is on schedule based upon the *Target Start Date* and *Actual Start Date* and the *Target End Date* and *Actual End Date*. Health is indicated by using a color-coded index; the index colors are green, yellow, and red.



Green: On Track



Yellow: Slightly Off-Track



Red: Off Track



STRATEGIC PLANNING TERMS

Target Start Date: This is the date that the goal or initiative is "planned" or intended to be started.

Actual Start Date: This is the date that the goal or initiative is actually started.

Target End Date: This is the date that the goal or initiative is "planned" or intended to be completed.

Actual End Date: This is the date that the goal or initiative is actually completed.

Key Performance Indicator (KPI): It is a measurement, preferably numerical, that reflects the level of performance that is critical to success. KPI's should be validated by their *Source* and chosen method of analysis and calculation.

Source: The data, statistics and information that is collated either internally (department and/or Metro) or externally (federal or state government agencies, or non-governmental entities such as non-profits/advocacy organizations, or private companies). The Source should inform as to where the data originated, how it was collected, who collected it and who owns it; it validates the KPI.

Baseline: A standard against which present or future performance can be compared. It is essentially the measurement that provides a basis for comparison from where you use to be to where you currently are or desire to be. A well defined *SMART* Goal should clearly define how to calculate the value of your Baseline.

Benchmark: The agreed upon value or measure recognized by industry participants as being the "best practice" in the industry or field (i.e., best in class or world). Benchmarks may be set by statute, regulation or professional standards.

PROGRESS REPORT							
Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:					Goal KPI and Analysis
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	Goal Health (Color)	
1. Annually achieve 75% board and committee member (criminal justice system stakeholder) satisfaction ratings and advance local criminal justice policy. Department Objectives met: 1,2 Mayor's Objectives met: 1	Continue to demonstrate high level (75%) of stakeholder satisfaction on annual survey	Baseline survey completed in May 2012; 88% stakeholder satisfaction; 2013 survey analysis and full report presented to MCJC Board on 11/21/13	100%		50%		Stakeholder satisfaction ratings: Baseline rating was 88% in May 2012; 2013 survey data indicates that 92.3% of survey respondents are satisfied with the performance of the CJC as a criminal justice coordinating committee, and 91.6% of survey respondents are satisfied with the performance of the CJC staff.
	Convene meetings of criminal justice and juvenile justice stakeholders and community partners to discuss emerging or challenging criminal justice or public safety issues, such as jail population management and offender reentry, to promote communication and collaboration	In 2012, committees were formed to address 9 new policy initiatives. In 2013, 7 new policy initiatives were addressed: Dual Diagnosis Cross Functional Team, Juvenile Detention Alternatives Initiative, Code for America, Arnold Foundation Demonstration Site, Fatality Review Committee Report, the July Assertive Community Treatment Policy Workshop and the Community Accountability Board Advisory Committee.	50%				
	Compile an annual Sourcebook of Criminal Justice Statistics to provide a statistical baseline for evaluating trends and to provide data for policy and program planning	Sourcebook Project was on hold awaiting October 10th Arnold Foundation comprehensive data analysis; Reworking concept for Sourcebook project to create on-line access to criminal justice system data using new dashboard as portal	25%				
2. Annually achieve 75% submission rate of balanced and systemic grants Department Objectives met: 4 Mayor's Objectives met: 1	Conduct systemic review of all grant submissions to evaluate impact on overall system workload	In October 2012, developed Grant Application Systemic Assessment Form for internal use; discussion at Metro Criminal Justice Commission Board meetings.	100%		50%		Create database to track submission rates.
	Perform accurate programmatic and fiscal management of external awards to ensure 100% compliance with funding guidelines and accepted audit	Continue to demonstrate 100% compliance; six total grant awards managed in 2013.	100%				
	Conduct inventory of evidence-based practices being implemented in local criminal justice system to obtain an initial baseline	No action to date; to be coordinated with the Arnold Foundation Demonstration Site Project and Jail Policy Committee	0%				

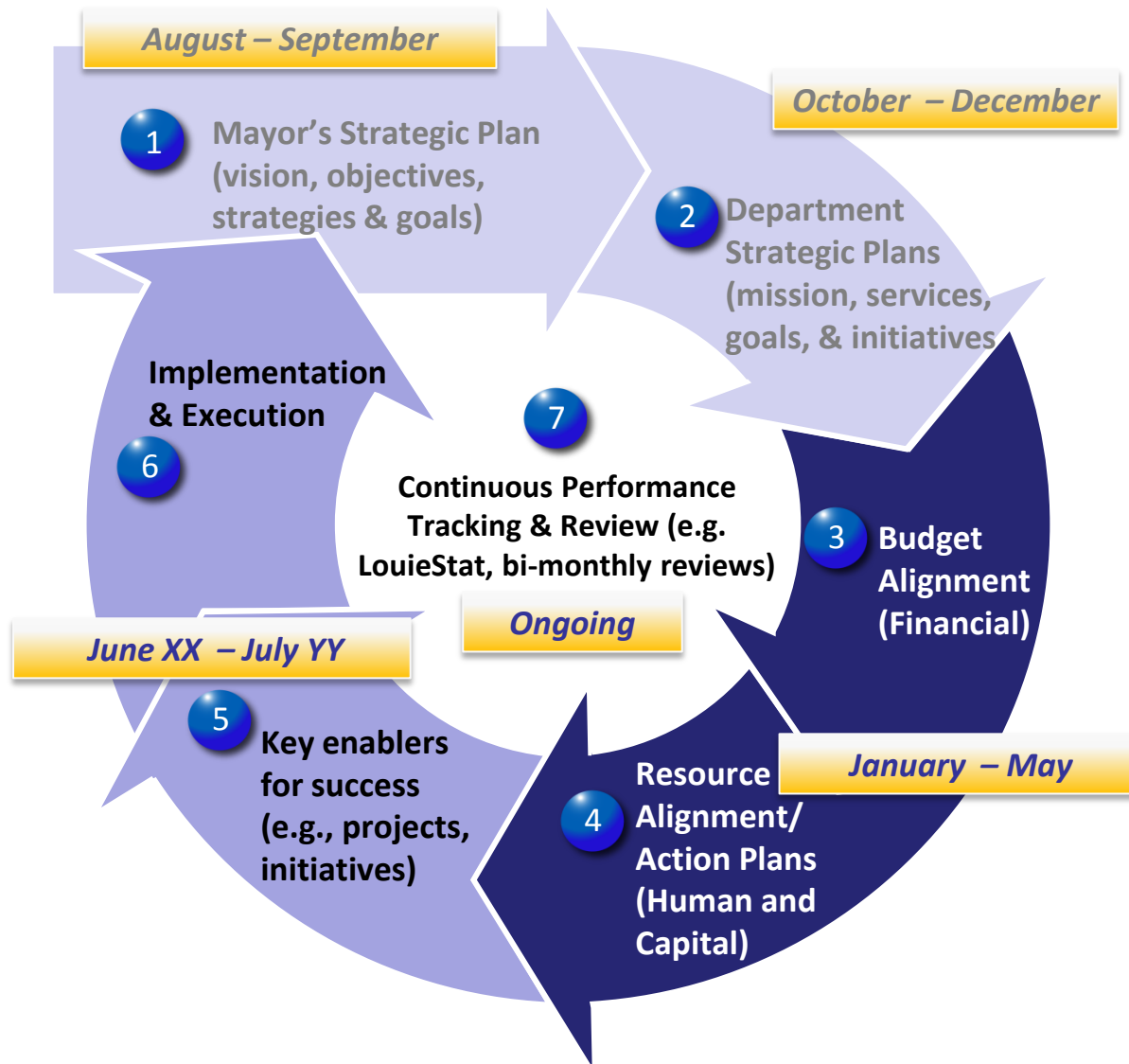
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3. Achieve 25% increase in number of public education opportunities (internal system stakeholders and general public) and serve as a community resource on criminal justice and public safety issues by the end of FY 14 Department Objectives met: 3 Mayor's Objectives met: 4	Educate and engage citizens and community members in efforts to improve the administration of justice in Metro Louisville (i.e. publications, media opportunities, participation in surveys, board and committee members orientations, and focus groups)	Based upon responses from the 2012 baseline stakeholder survey, public education was added as a goal; 9 public education initiatives conducted in 2012; 9 initiatives completed in 2013 including Elder Abuse Awareness Campaign, 2012 Domestic Violence Prevention Coordinating Council Data Snapshot, announcement of 2013 Code for America City and Arnold Foundation Demonstration Site, Assertive Community Treatment Policy Workshop, Domestic Violence Prevention Coordinating Council - Fatality Review Committee 2011-2012 Report; Arnold Foundation Comprehensive Data Analysis Presentation, Forum on Creating a Trauma-Informed System to Work with the Public, Arnold Foundation/Code for America Bi-weekly updates, and Criminal Justice Commission newsletter; anticipate 3 Justice for All segments to be completed by the end of FY 14.	100%		50%		25% increase in number of public education opportunities; track the number of Justice for All segments produced on Metro TV; track the number of Safe and Healthy Neighborhoods work groups staff will support
	Produce 3 Criminal Justice Academy segments (Justice for All) on Metro TV annually	1 segment aired on Metro TV, and 2 are in process.	50%				
	Provide staff support for the Safe and Healthy Neighborhoods initiative	As part of Metro Safe and Healthy Neighborhoods initiatives, the MCJC Board formed a Community Accountability Board Advisory Committee; the committee has met 5 times, developed protocol/procedures for Parkland Pilot Project, and anticipate launch in February 2014; CJC providing staff support to 3 Safe and Healthy Neighborhoods work groups.	50%				

ENTERPRISE GOVERNANCE DOCUMENTS:

- ✓ METRO PLANNING CYCLE
- ✓ METRO PLANNING CALENDAR



LOUISVILLE METRO PLANNING CYCLE



The Louisville Metro Planning Cycle, provides guidance to departments on syncing strategy development with planning milestones, scheduling project timelines, forecasting resource needs and setting execution dates.

LOUISVILLE METRO PLANNING CALENDAR

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment (Progress toward goals)			Louisville Metro Senior Leadership Planning Retreat	Refine Louisville Strategic Plan	Share Updated Plan with Departments				Mayor and Senior Staff review and reconcile with Mayor’s priorities and work with Departments and OMB to finalize budget proposal by May 1		
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Refine Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Action Plans		Departments finalize 1 year Budgetary and Action Plans	
	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Departments conduct their own internal and external assessments		Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Mayor reports Strategic Plan progress to Citizens	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor
Implementation, Tracking and Execution of Strategic Plans (ongoing)											

Mayor's Office

Departments

Mayor's Office & Dept. Directors

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2014

Our Continuous Improvement Journey...



Mayor Greg Fischer

~ “My dream for Louisville is to create a clean, green, safe and inclusive city where people love to live and work...”